



Review of Train Performance Strategies

Route summary – Anglia/GA

May 2022

Route summary – Anglia/GA



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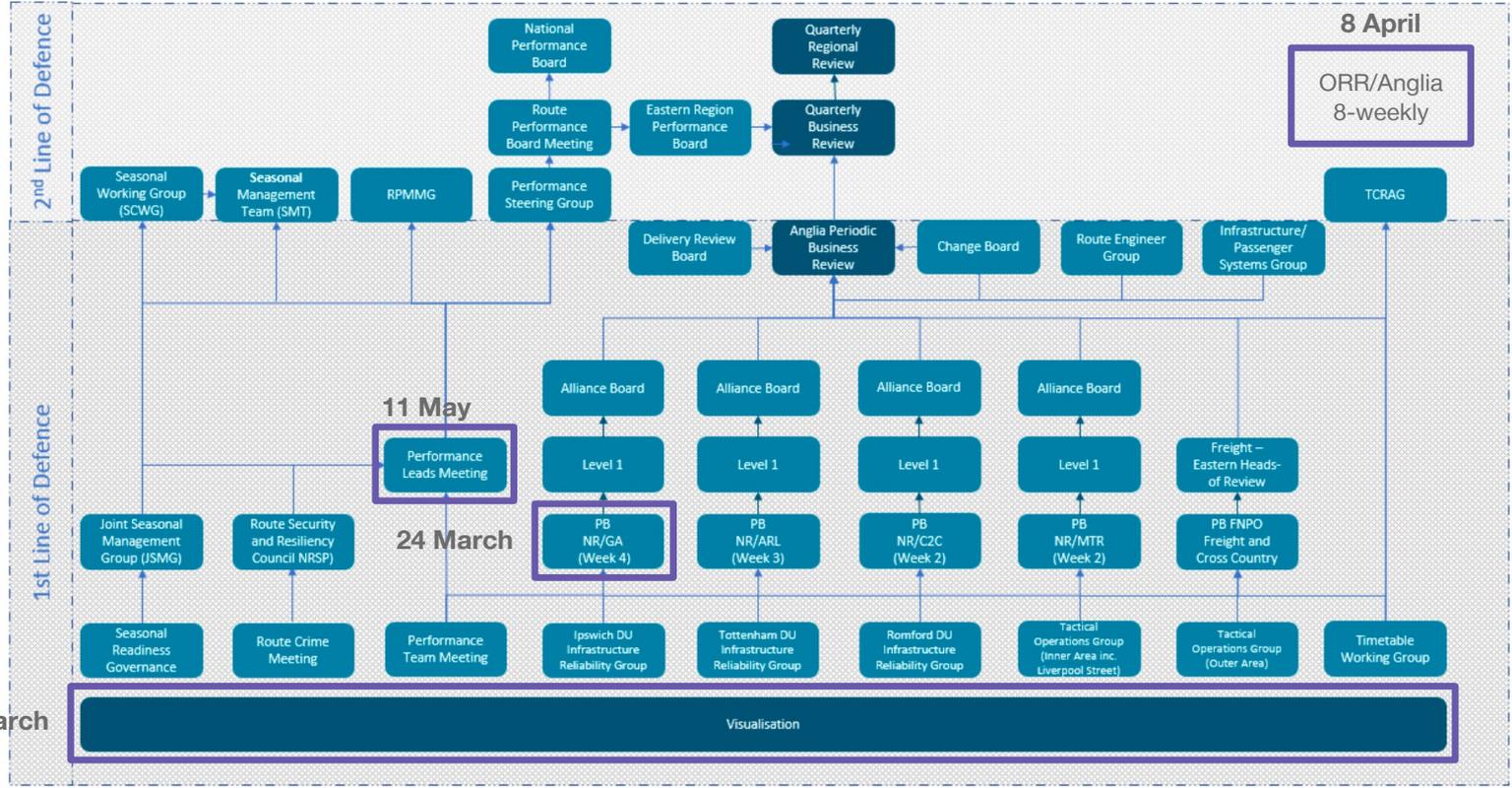
Remit question	RAG	Comment
Q1a. Is there a clear 'line of sight' from JPSs to delivery of PIPs and performance schemes?	■	<p>Strengths/working well:</p> <ul style="list-style-type: none">• While the JPS does not list all PIPs, there is a clear PIP tracker with details, including benefit calculations for each scheme, which are rolled up into the JPS at summary JPIC category levels, and which therefore provide high level line of sight• There is good evidence of a joint endeavour with TOCs, though we did not observe the target-setting processes during review period• Good structured quarterly review process in place <p>Areas to improve:</p> <ul style="list-style-type: none">• Greater visibility of TOC-led performance projects, as part of integrated whole system baseline comprising all plans• The JPS could make more explicit reference to business as usual maintenance and operational activities which are important contributors to performance• There needs to be greater transparency on how estimated benefits for each scheme feeds into the target-setting processes and into the strategy (noting that Anglia are addressing this for FY22/23)
Q1b. How well have plans been delivered over 2020/21 and 2021/22?	■	<ul style="list-style-type: none">• Good progress on the sample of 10 projects – see slide 7• Good overall progress of portfolio of performance schemes evident via PIP line of sight year-end report to joint Anglia/GA Planning & Performance Board

Remit question	RAG	Comment
Q1c. Are governance processes being followed, as outlined in the JPS, are these effective in enabling leadership to monitor and intervene		<ul style="list-style-type: none"> • Good evidence of governance processes being followed, strong leadership, and very effective joint and collaborative whole system ethos at both senior and working levels, with examples of constructive challenge and innovation
Q1d. Are processes in place to monitor effectiveness of the JPS in meeting targets and amend when appropriate?		<ul style="list-style-type: none"> • Processes should be strengthened to enable deeper-dives of the progress of specific plans (although noting there have been some deep-dives in the past) • Effective quarterly review process in place
Q2. How do routes and TOCs measure business benefit of performance improvement works, and assess whether delivery of plans is effective in meeting objectives?		<ul style="list-style-type: none"> • Estimates for each scheme produced (including some intermediate measures), but more work needed to validate their robustness and follow through on benefits realisation once schemes are complete
Q3. How effective are the reporting/liaison processes in providing information for stakeholders?		<ul style="list-style-type: none"> • Evidence of structured engagement with ORR, although would benefit from greater use of standard set of MI



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Governance arrangements: Meetings attended in review Stage 2



29 March

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Sample project	Commentary
1. Rolling IRJ Strategy, Track & Signalling	Programme to renew IBJ's for Liverpool Street to Bethnal Green; no track circuit failure incidents observed since Period 5 of FY21/22 (good intermediate measure)
2. Swarf Management, Dutch magnet installations	Straightforward and inexpensive scheme to reduce swarf impacts on track circuits (good process adopted for being able to attribute delay due to swarf impact, as to other causes of track circuit failures)
3. Liverpool St S&C verification/survey	Good example of proactive measure to reduce operational impact arising from S&C failures on the 'Golden Mile'; high-level estimated DM saving appears to be low given strategic location and requires greater challenge regarding robustness
4. Haddisco S&C storage facility	New facility to improve resilience in Ipswich DU via loss of 80% of its yard at Lowestoft; not adequately quantified DM saving though has supported recovery of one recent incident
5. 21st Century Operations, Ops' Management Trial	Improve train service management, decision-making and reduction in primary and reactionary delays; no clear rationale for high-level 20% DM saving assumption, though hard to attribute alongside other influencing factors – see slide 6
6. 21st Century Operations, Luminare TM	System in place to help signallers/control make the right decisions, and respond faster to incidents; supporting evidence of benefits calculation not visible – see slide 6
7. Hygroscopic Sand, Rail Traction	Project to tackle rail adhesion delays; noting no rationale for extrapolating DM from one branch trial; could instead base analysis on compliance with SRTs
8. Suicide Prevention/Mental Health Training, Nurse Luby	Proposal for suicide and mental health training for staff; hard to measure benefits directly as whole system, but noting overall good progress made via reduced incidents
9. Suicide Prevention/Mental Health Training, Community	Programme of wider community awareness regarding suicide prevention; benefits calculation hard to undertake for the direct impact of this proposal (but see above)
10. Risk analysis during COVID, sub-threshold delay	Analysis to focus on achievability of timetabled arrival and departure times for small sub-threshold delays; difficult to assess benefits at this early stage

Stage 3

Project/theme	Commentary
5. 21st Century Operations, Ops' Management Trial	<ul style="list-style-type: none">• Portfolio of improvements to operations, underpinned by a future target operating model, with clear 'case for change' set out and 56 initiatives prioritised down to 12• Wider benefits to safety, people (training and development, reduce absence), efficiency (productivity) as well as to train performance• Phased implementation to mitigate 'big bang' risk; Phase 2 trial underway until Jul-22• Hard to estimate benefits as complex 'whole system' impacts, and hard to separate the Luminate initiative below as interdependent (i.e. change to the operating model and to the traffic management technology product). Evidence that average delays per incident at Liverpool Street had reduced from 13.7 to 13.1 minutes per incident• Focus is on intermediate measures of benefits, as expressed by KPIs (e.g. delays/incident, level of reactionary delay) as well as monitoring trends in performance outcomes (e.g. T-3, OT-3)• Estimated benefits in PIP tracker need updating to take account of the trial's progress
6. 21st Century Operations, Luminate TM	<ul style="list-style-type: none">• Luminate deployed in Apr-21, with comprehensive 'Initial Benefits Report' in Mar-22, demonstrating clear benefits by comparing data before and after deployment via a number of KPIs as intermediate measures, e.g. maintained T-3 and OT-3 levels despite service re-introduction post Covid-19, reduced delay/incident via improved decision-making• Useful intelligence on other measures as better attribution on previously unexplained delays• 12 staff using system. Viewed real (operationally offline) demonstration of system use to enable the train service to run smoothly and also to address incidents, including 'platform docker' scenarios to model changes with delay data, to allow operators to optimise and quantify benefit of interventions before making them• Again, not possible to isolate and outturn benefits as part of whole system including stock, crew, customer and other operational factors. Estimated benefits in the PIP tracker need to be re-visited

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How well have plans been delivered in 2020/21 and 2021/22?

Line of enquiry per project 1 to 10 (see slide 5)	1	2	3	4	5	6	7	8	9	10
Defined problem statement and objective	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
Defined benefits and metrics	Green	Green	Yellow	Yellow	Yellow	Green	Yellow	Green	Yellow	Yellow
Clear scope	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
Scope delivered	On-going	Green	Green	Green	On-going	Green	Green	On-going	On-going	Green
Benefits realised and validated	Green	Next stage	Next stage	Yellow	Next stage	On-going	Next stage	Yellow	Yellow	Next stage
Governance, collaboration and challenge	Green	Green	Green	Yellow	Green	Green	Green	Yellow	Yellow	Green

-  Good definition and/or delivery progress, and no issues and/or risks identified in our review
-  Sufficient definition and/or progress, and only minor issues and/or risks identified in our review
-  Poor definition and/or delivery progress, and significant issues and/or risks identified in our review

“Next stage” refers to activity that is not possible until the project has moved into the next stage of its lifecycle

Good practice – performance projects

- Control/Luminate Traffic Management proposals to seek to build on existing high-level of performance, leading work across Network Rail and clear value in shared learning for other routes.
- Strong approach to autumn challenges and trials of rail adhesion technology.
- Proactive approach to community awareness of suicides with embedded NHS resource.
- Innovative approach to S&C failures at Liverpool Street, to reduce timescales for replacements (and therefore disruption).

Good practice – performance management process

- Good, clear tracker of PIP data, including ‘plan on a page’ and regular progress updates, together with estimation of benefits for each scheme that roll up to JPS level.
- Good focus on continuous improvement and presentation of materials (also also to move to PowerBI), including for senior audiences (e.g. producing clearer, more succinct and visual JPS for FY22/23).
- Whole industry approach to dealing with the four TOCs across the route, including good evidence of consideration of freight as part of the whole system.